



Maricopa County Human Services Department

## HEAD START ZERO-FIVE PROGRAM

*A National Head Start Association Program of Excellence*

### FY 2009 Annual Public Report

#### INTRODUCTION

Maricopa County has been providing Head Start services since 1965 and Early Head Start services since 1996. Services are provided in the east and west valleys of the County, outside of the geographic boundaries of the City of Phoenix. Maricopa County is the second largest Head Start program in Arizona; in FY 2009, the program was funded to serve a total of 2,382 low-income children 0-5 years of age and pregnant women.

The Head Start Zero-Five Program is one of several program operated by the County's Human Services Department that support its mission to provide education, employment, shelter, and basic needs services to individuals, families, and communities so they can enhance their opportunities for physical, social and economic well being.

The program is committed to providing provide high quality child development and family support services to children and families that enhance each child's cognitive, physical, emotional, and social well-being through a family-centered and nurturing environment.

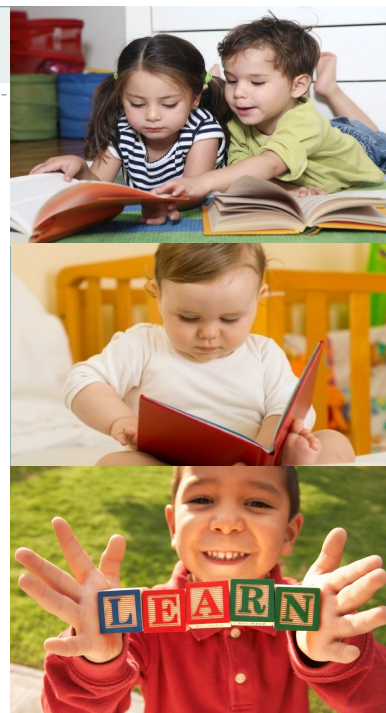
It is the program's hope and vision that all children, zero to five years of age, will be healthy, live with nurturing families who support and promote their child's overall development, and have opportunities to participate in enriching experiences to prepare them for future success in school and life.

#### DELEGATE AGENCY

Maricopa County delivers Head Start and Early Head start services in partnership with a Delegate Agency (sub-recipient), Catholic Charities Community Services, an agency it has partnered with for more than 20 years. Maricopa County is the grantee agency; it receives the funds for Head Start and Early Head Start, and subcontracts with Catholic Charities to deliver services in the western portion of the County's service area. Maricopa County directly serves the East Valley of the county. While Catholic Charities is an independent agency, it is accountable to Maricopa County in terms of performance under its Head Start and Early Head Start contract. However, the programs operate as partners, sharing resources, expertise and a commitment to high quality services to children and families.

#### PROGRAM OF EXCELLENCE

Maricopa County, along with its Delegate Agency, Catholic Charities, is designated as a Program of Excellence by the National Head Start Association. Having first achieved this designation on July 1, 2003, the program has twice renewed this three-year designation by demonstrating the program continues to have significant positive impacts on children, families and the community at large. The program's current designation expires June 30, 2012.



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## PROGRAM GOALS

- Develop and implement strategies to recruit and retain adequate numbers of qualified staff to support program design and consistently delivery high quality services.
- Increase receptive and expressive language acquisition of children.
- Develop a case management system that effectively links families with necessary information and services that are responsive to the changing needs in our service area.



## COMMUNITIES SERVED

### East Valley

Chandler  
Gilbert  
Guadalupe  
Mesa  
Scottsdale  
Tempe

### West Valley

Aguilar  
Avondale  
Buckeye  
El Mirage  
Glendale  
Peoria  
Tolleson  
Tonopah  
Wickenburg

## PROGRAM GOVERNANCE

The Maricopa County Board of Supervisors (BOS) serves as the governing body for the Head Start Zero-Five Program. The BOS is comprised of five members that are publically elected for four-year terms.

The BOS works in partnership with the Head Start Policy Council and key management staff to oversee the program and make decisions on how the program operates. The Policy Council is comprised of parents and members of the community, all of whom serve one-year terms. Parents make up more than half of the Policy Council membership and are elected to serve on the Policy Council by the parents in the program. The Policy Council selects the community representatives.

## FEDERAL COMPLIANCE

The Office of Head Start (OHS) conducts triennial on-site program monitoring reviews. Maricopa County's most recent federal review was conducted in December 2007 and OHS issued its report in April 2008. On September 22, 2008, OHS issued a letter stating the program is in full compliance with federal regulations after the Program and Delegate Agency made two minor changes to its programs:

1. Included information in recruitment materials explaining that transportation services are not provided by the program.
2. Revised the Policy Council by-laws to remove reference to staff serving as the Recording Secretary for the Council.

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*We promote school readiness by educating children and supporting families.*

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## SERVICE OPTIONS

Maricopa County, along with its Delegate Agency, operates both Head Start and Early Head Start services through center and home-based service models. Head Start serves children 3-4 years of age; Early Head Start serves pregnant women and children 0-3 years of age. The Head Start program operates during the public school year, August-May; whereas, the Early Head Start program operates year-round.

Most Head Start center-based classrooms operate 3-1/2 hours per day, Monday-Thursday, August-May, with a morning and afternoon session offered. Early Head Start center-based classrooms operate seven hours per day during the public school year (August-May), five days per week. Services for these children continue in June and July through the home-based model.

Children and pregnant women receiving home-based services in either Head Start or Early Head Start receive weekly, 1-1/2 hour home visits with the parent and child. The purpose of these visits is to support the parent as the child's primary nurturer and educator by providing the parent with education and modeling for how to support their child's growth and development. In addition, home-based families attend bi-weekly socialization activities with 10-12 families. The purpose of these socialization activities is to provide parents with children opportunities to socialize with each other and provide activities that promote the children's growth and development and the parents' skills in promoting their children's learning.

## SPECIAL PROGRAMS

**Healthy Marriage Initiative Grant** – Maricopa County was one of 24 programs across the county selected to receive a five-year grant from the Office of Head Start to provide communication and relationships skills training to parents in the program and others in the community that are eligible for Head Start. FY 2009 was the second year of this grant and 1,500 people were served. The training is offered in three levels, with each level providing eight hours of instruction (49 percent of participants took the first level class, 30 percent took the first and second level classes, and 21 percent took all three levels).

**Incarcerated Teens** - Maricopa County operates an Early Head Start Program at the Black Canyon School, which is operated by the Arizona Department of Juvenile Corrections (ADJC). This program serves seven incarcerated pregnant or parent teen girls. The girls are provided with weekly education on parenting and child development to prepare them for parenting and family reunification upon release. In addition, weekly home visits are provided to the child and the child's guardian to support the guardian in promoting the child's growth and development. Twice per month, the child and the child's guardian visit the mother at Black Canyon for socialization activities where the mother has the opportunity to practice what she is learning and the bond between mother and baby is strengthened. These socialization experiences increase the chance for family reunification upon the teen girl's release.

**Teen Parents** – The majority of Early Head Start classrooms are located in public high schools to serve teen mothers who are completing their high school diploma. Arizona has very high rates of teen pregnancy and high school dropouts, so our Early Head Start program is an important resource for the community in supporting the 48 teen mothers served at these sites in completing their high school education and learning how to be the best parents they can be.

**Family Literacy** – Maricopa County is one of two programs in Arizona selected to participate in the Head Start National Family Literacy's Institute's four-year training program to promote family literacy (SPARC). Program staff receives specialized training on how to promote family literacy within all program elements. In addition, one Head Start classroom operates in partnership with Mesa Public Schools Family Tree Program, which is a family literacy program.

**Early Childhood Vocational Training** – Maricopa County operates both Head Start and Early Head Start in partnership with the East Valley Institute of Technology (EVIT), a public high school district that provides vocational training to students from all East Valley high school districts. EVIT provides classroom space for Head Start and Early Head Start, and both programs provide field work experience for EVIT vocational education students who are studying to become the next generation of early childhood professionals..



## ELIGIBILITY AND SELECTION PRIORITIES

### Program Eligibility

- Must live in Maricopa County, outside of the City of Phoenix
- Head Start—must be 3 years of age by August 31
- Early Head Start—must be 30 months of age or younger
- Family income must be at or below the federal poverty level, based on family size (families with incomes up to 250 percent of the federal poverty level may be enrolled if there are no income eligible children waiting to be served)

### Selection Priorities

- Head Start—four year olds, who also receive priority for center-based services
- Early Head Start—younger children
- Children with disabilities
- Children transitioning from Early Head Start into Head Start
- Children previously enrolled in any Head Start or Early Head Start program
- Teen parents
- Parents receiving SSI income
- Children in foster care, in care of relative, or under CPS custody
- Homeless children
- Children with an incarcerated parent
- Non-English speaking children
- Some sites require parent participation in special programs that operate at that site

## ENROLLMENT, ATTENDANCE AND ELIGIBILITY

In FY 2009, the program was funded to serve 2,382 children 0-5 years of age and pregnant women (1,305 are served in the East Valley by Maricopa County and 1,077 in the West Valley by the Delegate Agency). In Early Head Start, 24 of the 295 persons served were pregnant women. Services were provided to 124 percent of funded enrollment, which reflects children who were enrolled mid-year to replace those who left prior to the end of the program year. Average monthly enrollment was 2,381 children, or one less than funded enrollment. On June 30, 2009, there were 1,607 children on the waitlist who were not able to be served.

A total of 305 children had disabilities, or 10 percent of total children served. For Head Start classrooms, average monthly attendance was 86 percent.

Ninety percent of the children and pregnant women served had incomes at or below Federal Poverty Levels (FPL) or were categorically eligible (receiving TANF or SSI [263], foster child [42], or homeless [1]).

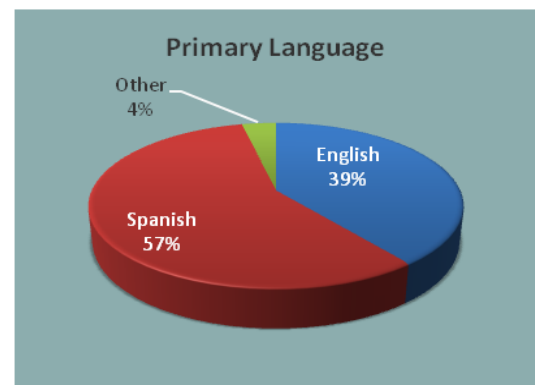
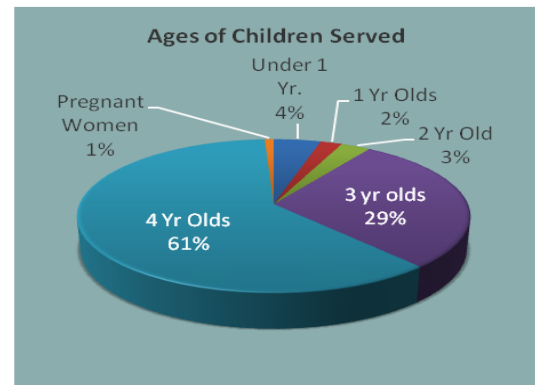
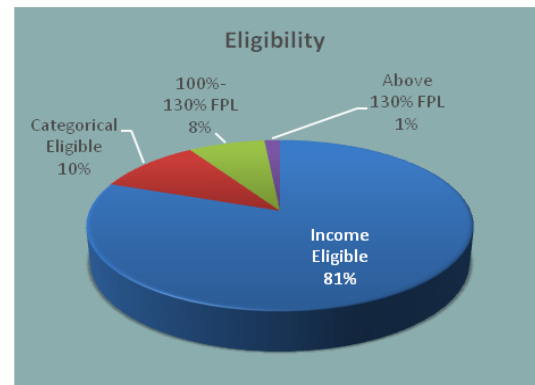
## RACE, ETHNICITY AND PRIMARY LANGUAGE

Eighty percent of the families reported themselves as Hispanic/Latino origin, which is, for federal reporting purposes, considered an ethnicity, not a race. When reporting race, 87 percent of participants reported their race as White, seven percent as Black/African American, two percent as American Indian, and one percent each as Asian, Hawaiian/Pacific Islander, and Biracial.

The majority of children in the program were English Language Learners; almost 60 percent of children live in families whose primary home language is Spanish and four percent in families who speak other foreign languages (primarily Middle Eastern/South Asian and African languages).



FY 2009 Enrollment			
	Head Start	Early Head Start	Total
Funded	2,193	189	2,382
Actual	2,648	295	2,943
Percent of Funded Enrollment	121%	156%	124%





## SCHOOL READINESS

### Curricula

Maricopa County uses the Creative Curriculum as the foundational curriculum for Head Start and Early Head Start classrooms. Creative Curriculum is a scientifically based comprehensive program for children, with versions for children 0-3 years of age (infants, toddlers and twos) and 3-5 year olds (preschoolers). The Creative Curriculum is aligned with the National Association for the Education of Young Children (NAEYC) Early Childhood Programs Standards and Accreditation Criteria. In addition, the preschool version is aligned with the Head Start Outcomes Framework and the Arizona Early Learning Standards.

The Creative Curriculum guides teachers in planning and implementing developmentally appropriate activities that promote the children's social-emotional development and learning. The Infant/Toddler/Two version emphasizes consistent and responsive care environments, meaningful daily routines and experiences, fostering social-emotional development, and cognitive and brain development so children build the confidence they need to explore their surroundings and take delight in day-to-day discoveries. The preschool version emphasizes learning in core areas of literacy, math, science and social studies. The Creative Curriculum honors creativity and respects the role of teachers in making learning exciting and relevant for every child.

The Scholastic Early Childhood Program is another curricula used in the Head Start program. This curriculum is also a scientifically based program that provides early learning, skills and experiences that are critical for future success in school – early literacy, language, math and science while encouraging personal and social development. The Scholastic curriculum provides Spanish resources as well as activities for parents to do at home with their child to extend learning beyond the classroom.



### Developmental Assessment

The Head Start program uses the Creative Curriculum Developmental Continuum for ongoing assessment of children. This is a scientifically reliable and valid instrument. Ongoing assessment is the key to planning appropriate learning experiences that respond to children's individual interests, learning styles and abilities. Using data collected from observing children, teachers are able to assess children's learning and development on 50 indicators that make up five domains for learning (see chart). Children's development is rated by steps; each indicator has three developmental steps as well as three forerunner steps (progression between forerunner steps is considered half-step progress). Children's progress is measured by number of steps gained based on three assessment periods: beginning, mid, and end of year. Parents are provided with detailed reports on their children's progress after each assessment. Teachers and parents use information from the assessment to understand how children are progressing and make informed decisions when planning each child's learning experiences.

Early Head Start uses the Early Learning Accomplishments Profile (E-LAP); a scientifically reliable and valid instrument for assessing the development of children 0-36 months. It is a criterion-referenced tool that assesses individual development on 414 developmental skills arranged in chronological order within six domains for learning: gross motor, fine motor, cognition, language, self-help, and social-emotional. Assessments are completed three times per year and detailed reports are provided to parents. Parents and teachers use this information to plan individualized, developmentally appropriate activities to promote each child's growth, development and learning.

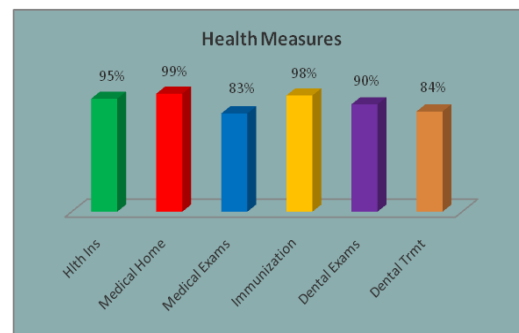
FY 2010 Head Start Children's Educational Gains Beginning to End of Year			
Learning Domain	1 Step Gain	2 Step Gain	3 Step Gain
Cognitive Development	19%	45%	34%
Language Development	13%	34%	50%
Emergent Literacy	20%	43%	32%
Social Emotional Development	14%	42%	43%
Physical Development	5%	27%	68%

## CHILDREN'S HEALTH AND DEVELOPMENT

The program completes a health assessment on all children at enrollment to determine the child's health status and to assist the family in accessing needed services. The program can provide financial assistance for medical or dental services if there are no other resources to provide this care for the child.

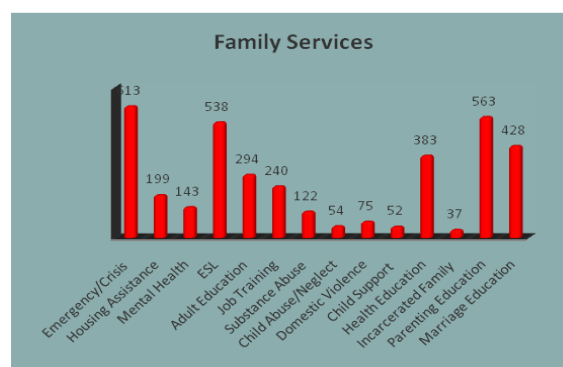
In an effort to identify any developmental delays as early as possible, all children are screened for developmental concerns within 45 days of entry in the program. This includes hearing and vision screening and measuring children's heights/weights to determine whether growth patterns fall within normal range. A developmental and social-emotional screening is also performed; the latter of which is particularly important given the link between low income status and depression, anxiety and anti-social behavior. Early Head Start uses the Ages and Stages Questionnaire and the Ages and Stages's Social Emotional Screener. Head Start uses the Early Screening Inventory and the Devereux Early Childhood Assessment. All these screening tools are scientifically valid instruments.

By the end of the FY 2009 program year, the majority of children in the program had health insurance; - 90 percent of those with health insurance were enrolled in AHCCCS (the remaining had private insurance). Almost all children were connected with a source for continuous and ongoing healthcare (medical home) and were up-to-date on a schedule of preventative and primary health care (well-child medical exams), including immunizations. Dental services are tracked for Head Start children only, and the majority of these children had received a professional dental exam during the year. Of the children not receiving dental treatment, the primary reason was parents did not keep/make appointments for



## FAMILIES SERVED AND FAMILY SERVICES

The Head Start Zero-Five Program served 2,763 families in FY 2009; 62 percent were two-parent families and 38 percent were single-parent families. The program assists parents in accessing a variety of services in the community, based on each family's unique needs and interests. Assistance includes identifying service providers, helping with scheduling appointments, providing transportations, serving as an interpreter, and advocating for the family. The top five services areas that parents received services in FY 2009 were: Emergency and Crisis Intervention, Parenting Education, English As a Second Language (ESL), Marriage Education, and Health Education.



## PARENT INVOLVEMENT

Maricopa County's Head Start Zero-Five Program promotes school readiness not only by educating children, but also by supporting families. We recognize that children grow in the context of their families and that parents are their child's primary nurturer and teacher. As a result, parent involvement is an important part of the program.

We want parents to have a significant and life changing experience in the program along with their children while enrolled in the program so they, like their children, reach their potential as individuals and parents. To do this, we meet parents where they are individually, in a culturally sensitive and relevant manner. With the majority of our parents speaking Spanish, all our parent information is translated into Spanish (oral and written). To ensure that staff who work primarily with parents are able to directly communicate with them, 71 percent of our family case specialists are bilingual in English-Spanish, every classroom has at least one Spanish speaking teacher or teacher aide, and all home visitors except one speak Spanish.

The program begins developing a partnership with parents at the time they apply for the program. It is through the application process that staff learn about the family and its strengths and needs, and begins to identify resources to support the parents and child. Children served in the center-based program receive home visits from both the classroom teachers (twice per year) and their family case specialist, (at least once per year) so staff gain first-hand knowledge of the family in order to understand where they are in their development and build trust.

All parents enter into a family assessment process with staff that identifies family strengths and needs, engages parents in goal setting to address their needs, supports parents in getting involved in the program, and promotes their child's growth, development



and learning. All parents are provided with activities they can do at home with their children to support the child's learning and enrich their Head Start or Early Head Start experience while also promoting parent-child bonding.

Parents are encouraged to volunteer in the program; in FY 2009, 3,846 parents donated their time and talents to support program operations, which is 76 percent of all parents in the program (parent volunteers make up 77 percent of all program volunteers). Volunteer activities range from working in the classroom, where parents assist teachers and have the opportunity to practice the skills they are learning in the program and gain work experience, to assisting behind the scenes at the office or completing work for the program at home.

Parent education is provided at monthly parent meetings that are held at each program site. Topics include how to promote their child's learning, nutrition, health, and social-emotional development; budgeting; menu planning and food purchasing; etc. In addition, it is during these meetings when parents discuss program services and plan with staff for upcoming activities in the classroom.



## FY 2009 REVENUE AND EXPENSES

Maricopa County's Head Start Zero-Five Program is funded through federal grants, most of which require a 25 percent non-federal share match. Financial data included in this report reflects different grant periods: Head Start Early Head Start, and CACFP is reported for the period July 1, 2008-June 30, 2009. The Healthy Marriage Initiative grant is reported as of October 1, 2008-September 30, 2009.

### Federal Funds

In FY 2009, almost 80 percent of the grant funds came from the US Department of Health and Human Services/Administration for Children and Families/Office of Head Start, through two grants: Head Start and Early Head Start, and Healthy Marriage Initiative grants. These funds require a 25 percent non-federal share match. The Child and Adult Care Food Program (CACFP) are federal funds from the US Department of Agriculture that are passed through the Arizona Department of Education. CACFP funds provide reimbursement for meals served to children and covers approximately half the cost of the meals. No matching funds are required to the CACFP funds.

### Non-Federal Share Match

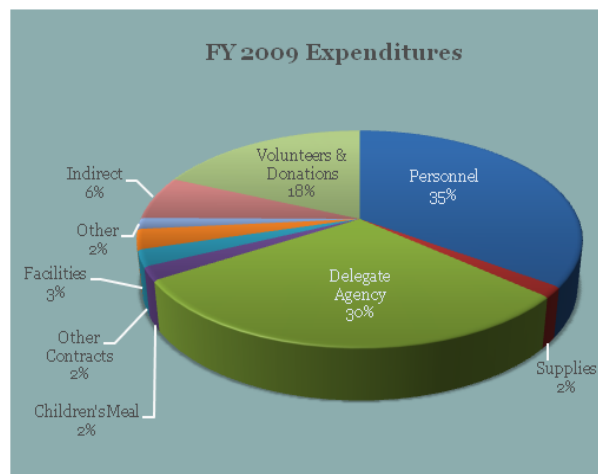
Maricopa County, along with its Delegate Agency, generates the non-federal share match to the Office of Head Start grants through donated goods and services, including program volunteers and donated classroom space. Classroom space is donated by public schools, local governments, churches, and community organizations. In addition, medical and dental professionals donate their

services, businesses donate program materials, and program parents and members of community volunteer their time to support program operations.

### Expenditures

The program expended 99 percent of its total budget in FY 2009 (\$19,521,968). About two-thirds of the budget is spent on personnel, including salary and fringe benefits, and the Delegate Agency, Catholic Charities. The value of donated goods and services, including classrooms, made up 18 percent to total expenditures (the program would otherwise expend grant funds on these items). Six percent was spent on Indirect, which was based on the County's FY 2009 federally approved Indirect Cost rate (15.2 percent). Indirect expenses supports administrative services provided by the County's central departments and the Human Services Department (e.g.: human resources, finance, and technology services). Between 2-3 percent of total expenditures were made for facilities (including the rent for the East-side Program Office, program-wide telephone and network connectivity, and utility services); program supplies; child and adult meals (teachers eat meals with the children); other contracts (e.g.: program databases, classroom substitutes, planning consultants); and other expenses (e.g.: childcare licensure, pre-employment medical exams and criminal background checks, local and out-of-town travel, medical and dental treatment for children, staff training, mental health consultation, and the expenses for the Head Start Policy Council).

FY 2009 Revenue		
Funding Source	Funding	% of Budget
Federal Head Start/ Early Head Start	\$ 19,032,252	77%
Federal Healthy Marriage Initiative	499,716	2%
Federal CACFP Meal Reimbursement	253,000	1%
Non-Federal Share Match	4,882,992	20%
Total	\$ 24,667,960	100%





## FY 2010 BUDGETED REVENUE

The program received increased funding for FY 2010 (July 1, 2009-June 30, 2010) through two different OHS funding sources. The first was a 3.06 percent permanent increase to its base Head Start and Early Head Start grant through a Cost of Living Adjustment (COLA). This COLA increase totaled \$575,007. Maricopa County used these funds to restore teacher aide positions that had been eliminated in previous years (COLA funds reimbursed the program for salary increases that were previously awarded to staff). The Delegate Agency used these funds to award a 3.06 percent salary increase to staff.

The Program also received four different grant awards through the American Recovery and Reinvestment Act (ARRA), which is one-time funding that expires within one-two years.

**ARRA Cost of Living Increase (COLA)** – \$345,755 in one-time funds for July 1, 2009-June 30, 2010 (equal to a 1.84 percent increase of FY 2009 base funds). Maricopa County and the Delegate Agency used these funds the same as base COLA funds.

**ARRA Quality Improvement (QI)** - \$930,924 in one-time funding for July 1, 2009-September 30, 2010 to improve the quality of program services. Maricopa County plans for these funds include: hiring additional classroom staff and family case specialists and providing professional development through college courses and on-the-job mentoring. The Delegate Agency's plans for these funds include providing incentives for teachers to earn increased college degrees, renovating a playground and purchasing classroom materials.

**ARRA Head Start Expansion** – \$858,258 per year to serve an additional 114 children, with services beginning November 1, 2009 and continuing through September 29, 2011, contingent on a second year of funding. This grant will fund an additional 78 children in the East Valley and 36 children in the West Valley (Delegate Agency's program).

**ARRA Early Head Start Expansion** – \$1,356,106 to serve an additional 118 children in its Early Head Start program, with services beginning February 1, 2010 and continuing through September 29, 2011, contingent on a second year of funding. This grant will fund an additional 72 children in the East Valley and 46 children in the West Valley (Delegate Agency).

FY 2010 Budget— Revenue		
Funding Source	Funding	% of Budget
Federal Head Start/ Early Head Start	\$ 19,577,368	73%
Federal Healthy Marriage Initiative	411,772	1%
Federal CACFP Meal Reimbursement	264,000	1%
ARRA Cost of Living Adjustment (COLA)	345,755	1%
ARRA Quality Improvement (QI)	930,924	4%
Non-Federal Share Match	5,316,455	20%
Total	\$ 26,846,274	100%

FY 2010 Budget—ARRA Expansion Revenue		
Funding Source	Funding	% of Budget
Federal Head Start	\$ 858,258	32%
Federal Early Head Start	1,356,106	51%
Federal CACFP Meal Reimbursement	20,185	1%
Non-Federal Share Match	414,954	16%
Total	\$ 2,650,503	100%



## FY 2010 BUDGETED EXPENSES

### Budgeted Expenses Base Program

The FY 2010 budgeted expenses are similar in pattern to actual FY 2009 expenditures. Personnel expenses, including salary and fringe benefits, and funding for the Delegate Agency make up almost 70 percent of the budget. The increase in personnel expenses reflects expected increases in fringe benefit costs and increased Delegate Agency expenses reflects their share of the ARRA COLA and ARRA QI funding increase. Volunteer and donation expenses are budgeted at the minimum level (at 25 percent of OHS funding), whereas the program typically generates more than the minimum, as reflected in actual FY 2009 expenditures.

### Budgeted Expenses ARRA Expansion

While funding for personnel expenses and the Delegate Agency comprise the largest share of the ARRA Expansion budgets, the percent of the budget allocated to these line items is proportionally less than in the base budget due to two factors: (1) the Delegate is funded for a smaller percentage of children compared to their share of base funded children; and, (2) the ARRA expansion budgets have increased funding in the other line items for expenses associated with starting up a new program (e.g.: furnishing classrooms, and in the case of Early Head Start, renovating a classroom and constructing four playgrounds).

## FY 2008 FINANCIAL AUDIT

An annual financial audit of Maricopa County is completed by the Arizona Auditor General's Office. These audits include the Head Start grant and comply with the requirements of the Single Audit Act and OMB Circular A-133. The most recent completed audit is for FY 2008. This audit identified the following findings for the Head Start grant, none of which involved any questioned costs.

1. The Human Services Department was not verifying that all vendors paid over \$25,000 were not suspended or debarred from doing business with the federal government. Auditors found no payments were made to suspended or debarred vendors or subcontractors.
2. Not all in-kind forms were signed by the receiving staff member, as required.

